

ITAP International, Inc.

2010 Training Catalog



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Introduction

ITAP International, Inc. specializes in developing human capacity across borders, offering full service consulting International Human Resource Development, Organizational Development and Human Resources Management. ITAP has provided learning and development design and delivery worldwide for over 25 years.

Approach

Training is a tactic to support strategic initiatives. ITAP always expects clients to partner with us to align services so that they link to internal goals in order to achieve strategic outcomes. As such, ITAP is not a traditional training firm and the programs in this catalog are not off-the-shelf programs. ITAP's clients recognize the importance of having a sophisticated approach to address cultural aspects organizational effectiveness, particularly in global companies. Lastly, we strive to include on-the-job and experiential learning activities in all programs.

How to use this Catalog

This catalog represents a sample list of our worldwide capabilities. While it is organized by geography, it is not intended to limit the offerings in particular geographies. Any client anywhere can request any program listed here – or any program not listed here (custom designed). If you do not see what you need, please call any one of our offices to request further information.

The Primary ITAP Learning Objectives

- Make it easier for others to communicate with you
- Display a sensitivity to program attendees who represent diverse preferences for cultural values
- Prepare program methodology appropriate for mixed cultural groups
- Identify your personal cultural style and strengths
- Interact with those from other cultures in a culturally sensitive way that facilitates communication and understanding, and improves the opportunity for learning



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ITAP AMERICAS

I. Impact of Culture Series

Impact of Cultural Differences on Team Leadership

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a team leader
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business Exercise
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Team Leadership (customized)
- IV. Comparisons of Effective Team Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Managing Disbursed Team
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Impact of Cultural Differences on Team Interactions

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a team member
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships



Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Team Interactions (customized)
- IV. Comparisons of Effective Team Membership
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication in Virtual Teams
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Impact of Cultural Differences on Working with Strategic Partners

Learning Objectives

Upon completion of this course participants are able to:

- Describe cultural differences between national/corporate cultures (involved parties)
- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a strategic partner
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Issues/Barriers caused by Differences
- III. Introduction to Cultural Dimensions
 - a. Individualism (individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)



- e. Time Orientation (Long-term/Short-term)
- IV. Case Study on Strategic Partnership
- V. Cultural Comparison (specification of cultures)
- VI. Significant Areas of Similarities/Differences
- VII. Action Planning

Impact of Cultural Differences on Selecting Global Employees

Learning Objectives

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as an employee in a multi-cultural workplace
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Positioning Your Company to Attract Diverse Candidates
 - a. Programs
 - b. Global Issues
- II. Finding Sources of Diverse Candidates
- III. Attracting Diverse Candidates
- IV. Avoiding Inadvertent Discrimination
 - a. Initial Stages of Recruitment
 - b. Final Stages of Selection
- V. Onboarding & Integrating New Hires
- VI. Developing Employees

Impact of Cultural Differences on Managing Global Employees

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support outcomes



Who should attend?

- Designed for current or future managers of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Leadership (customized)
- IV. Comparisons of Effective Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication With Virtual Employees
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Impact of Cultural Differences on HR Practices: Global Trends in HR

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses listed above are customized to the needs and the specifications of the client. Please call for additional details.



II. Management and Leadership

Talent Management

Learning Objectives

Upon completion of this course participants are able to:

- Identify in which talent to invest for further development
- Describe the importance of experience vs. training in talent development
- List at least 5 ways to develop talent in your organization

Course Benefits

- Talent retention
- Talent engagement
- Reduce training expenses

Who should attend?

- Designed for HR managers; anyone who manages in top 10% of company's employee base; anyone responsible for mission critical projects or decisions

Course Components

- I. How Your Company Defines & Identifies Talent
- II. Potential Approaches/Options
 - a. Performance Management System
 - b. Succession Management Process
 - c. Competency Modeling
 - d. Assessment Centers
- III. Pitfalls in Talent Identification/How to Avoid Them
- IV. Organizational Gap Analysis
 - a. Organization Needs vs. Talent Capabilities
 - b. Talent Development to Fill Organization Gaps
- V. Current Organizational Development Approaches
- VI. Additional/Alternative Development Approaches
- VII. Talent Action Plan

Managing Diverse Talent

Learning Objectives

Upon completion of this course participants are able to:

- Identify how diverse talent furthers development
- Describe the importance of managing diverse talent
- List at least 5 ways to develop diverse talent in your organization

Course Benefits

- Talent retention
- Talent engagement
- Reduce training expenses

Who should attend?

- Designed for HR managers; anyone who manages in top 10% of company's employee base; anyone responsible for mission critical projects or decisions



Course Components

- I. How Your Company Defines & Identifies Talent
- II. Potential Approaches/Options
 - a. Performance Management System
 - b. Succession Management Process
 - c. Competency Modeling
 - d. Assessment Centers
- III. Pitfalls in Talent Identification/How to Avoid Them
- IV. Organizational Gap Analysis
 - a. Organization Needs vs. Talent Capabilities
 - b. Talent Development to Fill Organization Gaps
- V. Current Organizational Development Approaches
- VI. Additional/Alternative Development Approaches
- VII. Talent Action Plan

Managing Change

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses listed above are customized to the needs and the specifications of the client. Please call for additional details.

Executive Coaching and Monitoring

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Telecoaching for Executives

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



So you want to be a Global Manager?

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

New Manager Orientation

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

III. Team and Team Leadership

Managing and Leading Remote or Virtual Teams

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a team leader
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business Exercise
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Team Leadership (customized)
- IV. Comparisons of Effective Team Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Managing Disbursed Team
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Intercultural Team-Building

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a team member
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes



Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Team Interactions (customized)
- IV. Comparisons of Effective Team Membership
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication in Virtual Teams
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Making Virtual Teams Work

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a team leader
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve team effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support team outcomes

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Team Leadership (customized)
- IV. Comparisons of Effective Team Leadership (customized to be cultural specific)
- VII. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VIII. Managing Disbursed Team
 - a. Communications Protocols
 - b. Tracking Deliverables
- V. Virtual Meetings



Leading Teams to Success

Learning Objectives

Upon completion of this course participants are able to:

- Identify what is required to think through in determining how team members will work together
- Understand how problems initially form and how to resolve/cope with those problems to maximize efficiency

Course Benefits

- Help prepare participants for their work as members of a bi- or multi-national team (of a particular company)
- Assess cultural preferences and compare these preferences with other team members
- Evaluate team processes to identify
- Review the work objectives of the team and discuss relevant approaches to team-building and work relationships

Who should attend?

- Designed for current or future leaders of virtual, global or multi-cultural teams

Course Components

- I. Team states
 - a. Forming
 - b. Storming
 - c. Norming
 - d. Performing
- II. Real examples of interaction
- III. Agreement of team stage
 - a. TPQ (Team Process Questionnaire) survey results
- IV. Current state exercise
- V. Future state exercise
- VI. "Discuss the undiscussable"
 - a. Triangulation
 - b. Form team charter
- VII. Debrief meeting



IV. Cross-Cultural Individual Development

Managing Across Cultures

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Help prepare participants for their work as managers
- Assess cultural preferences and compare these preferences with the mean for American managers
- Provide participants with style options for when they want to work out of their preferred style
- Discuss relevant approaches to managing people from other cultures, managing bi- or multi-cultural teams and other work relationships

Who should attend?

- Designed for anyone who has or soon will have multi-cultural or global employees or who leads multi-cultural, cross border, global teams or mission critical global projects

Course Components

- I. Introduction to Cultural Differences
- II. *Culture in the Workplace Questionnaire™* results
- III. Management styles
- IV. Cultural impact on management responsibilities
 - a. Selection and hiring
 - b. Supervision
 - c. Problem-solving and decision-making
 - d. Delegation and management of tasks
 - e. Reward and recognition
- V. My style and some alternatives
- VI. Action plan

Corporate Cultural Integration

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve effectiveness
- Reduces rework and misunderstanding



- Leverage behavioral diversity to support outcomes

Who should attend?

- Designed for current or future managers of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Leadership (customized)
- IV. Comparisons of Effective Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication With Virtual Employees
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Managing Reactions to Change

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support outcomes

Who should attend?

- Designed for current or future managers of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Leadership (customized)
- IV. Comparisons of Effective Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication With Virtual Employees
 - a. Communications Protocols



- b. Tracking Deliverables
- c. Virtual Meetings

Managers: Learn How to Identify "Change" Behaviors and Manage Them

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support outcomes

Who should attend?

- Designed for current or future managers of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
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- VI. Effective Communication With Virtual Employees
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Culture in the Workplace: Understanding Cultural Preferences/Dimensions

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Bi-Cultural/Multi-Cultural Performance

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Intercultural Lunch-and-Learns

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Doing Business Globally

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

*Compliance with Corporate Guidelines-Instilling Commitment:
Cultural Drivers of Commitment*

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Preparing for Changing Companies/Positions

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



V. Communication Skills

Manager as Communicator

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support outcomes

Who should attend?

- Designed for current or future managers of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Leadership (customized)
- IV. Comparisons of Effective Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication With Virtual Employees
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Communicating Across Cultures

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Communication Skills for Global Professionals

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Speaking at the Top

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Negotiating Across Borders

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Say it Right: Effective Communications

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Use of Email to Communicate Across Cultures

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



VI. HRD and HRM

Leading Change Initiatives across Cultures

Learning Objectives

Upon completion of this course participants are able to:

- Identify the five Hofstede dimensions of culture
- Correctly identify behaviors associated with the Hofstede cultural dimensions
- Apply knowledge of cultural diversity to be more effective as a manager
- Explain how cultural misunderstandings can derail or be a barrier to effective global business relationships

Course Benefits

- Improve effectiveness
- Reduces rework and misunderstanding
- Leverage behavioral diversity to support outcomes

Who should attend?

- Designed for current or future managers of virtual, global or multi-cultural teams

Course Components

- I. Blunders in International Business
- II. Introduction to Cultural Dimensions and Behavioral Diversity
 - a. Individualism (Individual/Groups)
 - b. Power Distance (Hierarchical style/Participative style)
 - c. Certainty (Need for Certainty/Tolerance for Ambiguity)
 - d. Achievement (Goal Achievement/Quality of Life)
 - e. Time Orientation (Long-term/Short-term)
- III. Case Study on Leadership (customized)
- IV. Comparisons of Effective Leadership (customized to be cultural specific)
- V. OPTIONAL: Administration of ITAP's Global Team Process Questionnaire™ and Custom-Intervention
- VI. Effective Communication With Virtual Employees
 - a. Communications Protocols
 - b. Tracking Deliverables
 - c. Virtual Meetings

Behavioral Event Interviewing for Selection Assessment

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Behavioral Event Interviewing for Development Assessment

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Researching and Building Competency Models

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Competency Profiling: Roles and Individuals

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Analytical Thinking and Problem Solving

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Report Writing for Professionals

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Becoming a Global Consultant

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

How to Perform a Cultural Audit

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Globalize YOUR HR function

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses listed above are customized to the needs and the specifications of the client. Please call for additional details.



VII. Custom Cross-Cultural Courses

Selling Across Cultures (i.e. S. Korea, India, Russia, and Japan)

Learning Objectives

Upon completion of this course participants are able to:

- Understand how cultural values impact the buying process/buying decision

Course Benefits

- Introduce the sales professionals to their own cultural preference and the aggregate results of the preferences from specific cultural groups
- Prepare sales professionals to think and act culturally appropriate when selling to people from other cultures
- Work through culture-specific examples of sales situations where cultural sensitivity and knowledge can smooth the process
- Provide participants with an opportunity to bring specific examples about what works and what does not work in their selling process

Who should attend?

- Designed for anyone responsible for multi-cultural, cross border, or global mission critical projects

Course Components

- I. Diversity Introduction
- II. Do you understand?
- III. *Culture in the Workplace Questionnaire™* results
- IV. Comparison of our culture to another (Culture-specific)
- V. Cultural differences in the sale process
 - a. Meet and greet
 - b. Establishing rapport
 - c. Handling the Q&A/objections
 - d. Closing the sale
 - e. Impact of culture-Critical Incidents



VIII. Ethics Training

Strengthening Commitment to Compliance

Learning Objectives

Upon completion of this course participants are able to:

- Review the critical incidents that make regulations necessary
- Diagnose the cultural and social drivers that influence compliance
- Commit fewer lapses in compliance by better managing motives that conflict with compliance
- Provide constructive feedback on issues of concern

Course Benefits

- Analyze own cultural preferences and leverage cultural differences to strengthen commitment to ethical conduct

Who should attend?

- Designed for managers and employees who must comply with regulations as part of job (i.e. scientists, lawyers, nurses, or security guards)

Note: This course is customizable to fit the needs of participants from across industries and functions.

Course Components

- I. Overview
 - a. Review of critical incidents in issues regarding compliance
- II. Module 1
 - a. *Cultural Drivers of Commitment Card™* to diagnose and manage cultural drivers that underlie their routine expression of commitment to compliance
- III. Module 2
 - a. *Social Drivers of Commitment Card™* to identify the stakeholders behind routine compliance decisions and focus on the relationships that motivate compliance
- IV. Module 3
 - a. *Compliance Components Card™* to review the appropriate path of providing constructive feedback on issues of concern and practice feedback and follow-up skills

Business Ethics across Cultures

Learning Objectives

Upon completion of this course participants are able to:

- Assess expectations that clash with their ethical standards
- Initiate conversations about contrasting business practices
- Develop practices that are consistent with their values and meet their partners' needs

Course Benefits

- Learn to navigate in a business world in which a best practice in one culture is unethical in another
- Learn to uphold ethical standards by creatively addressing the underlying needs and expectations of business partners



Who should attend?

- Designed for managers and employees who must comply with regulations as part of job (i.e. scientists, lawyers, nurses, or accountants)

Note: This course is customizable to fit the needs of participants from across industries and functions.

Course Components

- I. Overview
 - a. Review of consequences of misaligned ethical practices in the global marketplace
- II. Module 1
 - a. *Ethical Clash Card™* to identify the ethical standard that a business expectation may violate
- III. Module 2
 - a. *Identifying Shared Values Card™* to identify alternatives to expectations that clash with their ethical standards
- IV. Module 3
 - a. Practice communicating preferred business practice on the basis of shared values

Ethical Conduct and Clients

Learning Objectives

Upon completion of this course participants are able to:

- Identify the stakeholders of ethical conduct
- Diagnose the benefits and sanctions that stakeholders, including clients, derive from compliance and non-compliance
- Commit fewer lapses in compliance by better managing motives that conflict with ethical conduct

Course Benefits

- Learn to anticipate and manage barriers to compliance in their relationship with internal and external clients
- Practice awareness and communication skills that are effective in removing social barriers to ethical conduct

Who should attend?

- Designed for managers and employees who must comply with regulations as part of job (i.e. scientists, lawyers, nurses, or accountants)

Note: This course is customizable to fit the needs of participants from across industries and functions.

Course Components

- I. Overview
 - a. Review of the impact of internal and external clients on ethical conduct and motivation
 - i. Modules designed around the *Social Drivers of Commitment Card™*
- II. Module 1
 - a. Anticipate the benefits and sanctions that stakeholders may derive from compliance and/or non-compliance
- III. Module 2
 - a. Identify common social barriers to ethical conduct



- IV. Module 3
 - a. Manage social barriers to ethical conduct by focusing on benefits of ethical conduct to stakeholders

Ethics and Cultural Diversity

Learning Objectives

Upon completion of this course participants are able to:

- Identify impact of culture on ethical conduct and compliance
- Manage cultural barrier to compliance
- Draw on shared values to sustain a commitment to ethical conduct

Course Benefits

- Learn to draw on shared cultural values to manage cultural barriers to compliance

Who should attend?

- Designed for managers and employees who must comply with regulations as part of job (i.e. scientists, lawyers, nurses, or accountants)

Note: This course is customizable to fit the needs of participants from across industries and functions.

Course Components

- I. Overview
 - a. Review of the impact of culture on ethical conduct and compliance at the workplace
- II. Module 1
 - a. Diagnose cultural barriers to compliance
- III. Module 2
 - a. Identify shared values that inform ethical conduct in cultural barriers to compliance
- IV. Module 3
 - a. *Affirmations to Drive Commitment Card™* to communicate shared values that strengthen the commitment to ethical conduct

Ethical Conduct at the Workplace

Learning Objectives

Upon completion of this course participants are able to:

- Identify behavioral implications of rules and regulations
- Identify common workplace barriers to compliance
- Practice the awareness and communication skills that are associated with ethical conduct

Course Benefits

- Learn to identify and manager barriers to compliance and practice awareness and communication skills that are associated with ethical conduct
- Application of learning to strengthen their own and their colleagues' commitment to ethical conduct

Who should attend?

- Designed for managers and employees who must comply with regulations as part of job (i.e. scientists, lawyers, nurses, or accountants)



Note: This course is customizable to fit the needs of participants from across industries and functions.

Course Components

- I. Overview
 - a. Review of consequences of bad ethical choices on performance
- II. Module 1
 - a. Task Components Card to identify action the action that a specific rule or regulation requires
- III. Module 2
 - a. Ethical Conduct Card to identify the awareness and communication skills that are associated with ethical conduct
- IV. Module 3
 - a. Practice overcoming common workplace barriers to compliance (i.e. tight deadlines, loyalty, and fear)



KD CONSEIL/ITAP FRANCE

Leading a Conference of 80 Top Managers in a Banking Institution

Learning Objectives

Upon completion of this course participants are able to:

- Define, share and compare experiences and one's vision of the company
- Explore future visions of the organization
- Create a tangible record and a desire to continue to communicate

Course Benefits

- A convergence of visions
- Master communication and working constructively together
- Appreciate the usefulness and the issues of other departments

Who should attend?

- Designed for the top managerial staff of a company

Course Components

- Conduct a series of activities, work groups, and plenary sessions.

Coaching Top Managers from North America, Europe, & Asia

Learning Objectives

Upon completion of this course participants are able to:

- Work across the organization: across functions, former companies, and nationalities
- Manage relocation successfully—professionally and on a personal level
- Take up a post *world-wide*—remote management
- Be assertive and dose one's authority in a leadership role (transition from expert's role, non-hierarchical leadership roles, etc.)

Course Benefits

- Learn to build alliances
- Understand the driving forces behind individuals and other departments
- Work more effectively and harmoniously

Who should attend?

This course is aimed at top managers located in North America, Europe, and Asia.

Course Components

- Outside-of-the-box thinking leading to unexpected solutions
- Working with teams

Matra British Aerospace Dynamics (MBDA)

Learning Objectives

Upon completion of this course participants are able to:



- Possess the core generic skills a manager needs to focus and motivate the team
- Cope with continuous change and complexity and continue to deliver results (when faced with the danger of being overwhelmed or demotivated)
- Understand and manage different national, company and professional cultures

Course Benefits

- Work effectively to deliver results across national borders and former company boundaries
- Optimize the performance of teams throughout the business (whether co-located or working at a distance)

Who should attend?

- Designed for French, British, German, and Italian managers; applicable to managers from the executive board to first level managers

Course Components

- Three modules over three months
- Bilingual sessions
- Co-training with two bi-cultural consultants

Working Together France-UK

Learning Objectives

Upon completion of this course participants are able to:

- Work together more effectively with British colleagues
- Understand and recognize the cultural differences between France and the U.K.

Course Benefits

- Write a guide for meetings, presentations
- Learn how to effectively use models of common documents for British colleagues
- Obtain advice cards with tips on how to work harmoniously with British colleagues

Who should attend?

- This course is aimed at French managers needing to develop the proper skills and cultural understanding to effectively work with British colleagues.

Course Components

- Two-day course over the span of two years

Working Together France-US

Learning Objectives

Upon completion of this course participants are able to:

- Work together more effectively with American colleagues
- Understand and recognize the cultural differences between France and the U.S.

Course Benefits

- Write a guide for meetings, presentations
- Learn how to effectively use models of common documents for American colleagues
- Obtain advice cards with tips on how to work harmoniously with American colleagues



Who should attend?

- This course is aimed at French managers needing to develop the proper skills and cultural understanding to effectively work with American colleagues.

Course Components

- Two-day course over the span of two years

Intercultural Negotiation

Learning Objectives

Upon completion of this course participants are able to:

- Negotiate with other stakeholders, customers, and clients
- When to negotiate
- Explore the essential negotiation stages and tasks involved in planning, conducting, and following up
- Recognize how various styles of influencing others can be applied to the conduct of the negotiation
- Learn approaches for maximizing relationship and trust-building and win-win outcomes
- Understand how diverse backgrounds and motivations affect how people see and practice negotiation

Course Benefits

- Enter negotiations with confidence and a strong sense of purpose
- Avoid unnecessary, nonproductive conflicts
- Build sustained mutual trust with negotiating partners
- Clear prioritization of negotiating objectives
- Improved communication strategies and skills in reaching agreements
- Become more effective team members and team leaders
- Heightened awareness of cultural factors in communication and negotiation
- Improve cross-functional, stakeholder relationships

Who should attend?

- Designed for up to 20 participants as appropriate

Course Components

- Assessment tools
- Mini-lecture with hands-on exercises to realize the learnings at each stage
- Comprehensive communication model
- Preparation and rehearsal of a personal case
- Global Negotiation DIVERSOPHY, a game that examines the specific negotiation behaviors of our own and other cultures

Ateliers pressentis pour l'intervention

Nous vous proposons ci-dessous différents ateliers à travers lesquels chaque participant testera ses compétences interculturelles et sa capacité à gérer des conflits/ incompréhensions en situation multiculturelle.

Ces ateliers permettent d'expérimenter diverses positions professionnelles, sur différents thèmes multiculturels.

Chaque atelier dure entre deux heures et quatre heures.

Liste des ateliers

- ♦ Faire connaissance / Apéritif autour du monde
- ♦ Rencontrer des cultures différentes pour réaliser une tâche commune
- ♦ BARNGA : Décoder et agir en temps réel
- ♦ Et si on se mettait ensemble ?
Explorer les frictions et les synergies des entreprises qui se réunissent en JV ou acquisition ou fusion
- ♦ Un atelier pays : Chine, Inde, US, Allemagne, France, Brésil ou Mexique
- ♦ Diversophy
- ♦ Un atelier : quels sont les enjeux pour les leaders d'une entreprise à notre étape d'internationalisation ?
- ♦ Sketch autour du déjeuner ou dîner
- ♦ Un atelier : retour d'expérience et co-développement

Faire connaissance / Apéritif autour du monde (la veille au soir du premier jour OU au soir du premier jour)

Cet atelier permet à chaque culture de parler d'elle, de se présenter en douceur, avec humour et de manière informative. C'est un moment de convivialité où chacun aura l'occasion de parler de ses expériences, de son apprentissage interculturel à travers l'un des moments favorisés dans la relation interculturelle : l'apéritif, la cuisine.

Présentation : Les tables sont disposées en cercle. A chaque table correspond un pays ; Sur chacune, les mets / l'apéritif représentatif-s-du pays. Les ressortissants nationaux parlent de leurs pays, les hôtes peuvent poser des questions et partager leurs expériences autour de cet apéritif.

Faire rencontrer des cultures différentes pour réaliser une tâche commune

Présentation : rendez-vous d'affaire entre 2 groupes culturellement très différents.

But : faire prendre conscience des différences de comportement liées aux spécificités culturelles. Leur donner des clés pour décoder ces comportements, mieux les comprendre et mieux les appréhender dans l'avenir. Confronter ce que l'on a fait à son comportement idéalisée. Aborder les conséquences de ses actions sur le reste de son entreprise.

Vue d'ensemble :

- ♦ *Phase 1* : travail en groupe pour préparer la réunion.
- ♦ *Phase 2* : réunion au cours de laquelle les deux groupes se rencontrent et font connaissance.
Chaque groupe doit alors atteindre les objectifs qui lui ont été fixés.
- ♦ *Phase 3* : débriefing et analyse de la culture de l'autre.
- ♦ *Phase 4* : confrontation des deux visions et explication des deux cultures.
- ♦ *Phase 5* : comment trouver ensemble une règle du jeu et une stratégie d'adaptation.

Décoder et agir en temps réel

Présentation : tournoi de cartes lors duquel tous les joueurs se rencontrent et font face à de nombreuses incompréhensions.

But : explorer les facteurs relatifs aux problèmes de communication en situation interculturelle. Ce jeu conduit les participants à supposer que tout le monde suit et respecte les mêmes règles / codes de conduite. Ce jeu attire notre attention sur le fait que des différences culturelles évidentes créent moins de problème que celles qui sont plus subtiles.

Et si on se mettait ensemble ? Explorer les frictions et les synergies des entreprises qui se réunissent en JV ou acquisition ou fusion

Présentation : quatre modèles organisationnels sont identifiés et présentés.

Les participants se retrouvent plongés au cœur d'un modèle et partent à la rencontre de leurs homologues/ collègues, travaillant eux, pour une entreprise ayant une organisation totalement différente.

Comment s'entendre ? Comment travailler efficacement ensemble quand nos structures organisationnelles divergent totalement ?

But : identifier les différents modèles existants. Imaginer des solutions pratiques pour réussir la fusion.

Un atelier pays : Chine, Inde, US, Allemagne, France, Brésil ou Mexique ...

Présentation : à l'aide d'un dossier « *Cultural Detective* », chaque sous-groupe travaille sur les valeurs et les comportements du pays de leur choix .

But : connaître les valeurs et les comportements attendus et appropriés pour la culture dans des situations clefs. Il ne s'agit pas de lister des « *to do* » et « *not to do* ». Ici on rentre dans la peau du pays à travers des ininterventions, des « incidents critiques », des mises en scène et une réflexion.

Il s'agit d'identifier son style et ses préférences ainsi que ceux de la culture ciblée.

Chacun identifie ses stratégies d'adaptation pour travailler efficacement et dans une zone de confort avec l'autre.

Diversophy

Presentation : Jeu de cartes comparable à un Trivial Pursuit. Les participants répondent à des questions sur le thème de l'interculturel, du fonctionnement des équipes de travail, des us et coutumes de différents pays. Chaque question rapporte un certain nombre de points. Le gagnant est celui qui a le plus de points (les tables sont également en compétition entre elles).

But : Apprendre de nouveaux indices culturels ; partager ses expériences ; bénéficier de nouveaux regards (collègues et intervenants).

Un atelier : A notre niveau d'internationalisation, quels sont les enjeux de leadership et les enjeux interculturels pour les leaders de l'entreprise ?

But : identifier à quelle étape se situe notre entreprise dans le processus d'internationalisation. En examinant les critères et les enjeux caractéristiques de chaque étape, recenser les forces et faiblesses de



notre entreprise. En regardant les profils internationaux en adéquation avec cette étape, recenser nos points forts et nos points d'efforts.

Sketch (au cours du dîner du premier jour)

Présentation : Au rythme du repas, chaque table prépare un sketch sur le thème « joies et peines lorsque l'on travaille en équipe multiculturelle ».

Au dessert/café : « Show time » ; chaque table de 6 à 8 personnes présente son sketch.

But : Prendre conscience de notre culture, de nos forces et de nos points d'efforts en situation interculturelle.

Un atelier : retour d'expérience et co-développement

But : chaque participant a l'occasion d'échanger sur ses expériences professionnelles et personnelles et de bénéficier d'un regard extérieur (collègues et intervenants) afin de mettre en commun les « bonnes » et « mauvaises » pratiques.



SCHUBERT CONSULTING/ITAP SPAIN

Personalized Settling-In Program

Learning Objectives

To ensure that our clients feel at home and at one with themselves in the shortest time possible.

Course Benefits

Each person's needs are very different and therefore our programs are prepared together with our clients. We want to help newcomers feel happy in their new surroundings and to provide a program that is adapted to each person's unique set of circumstances.

Course Components

- I. Phase One
 - a. Initial fact finding meeting to establish each individual's or family's particular requirements
 - i. Culture of origin is taken into consideration
 - ii. Program objectives are set
- II. Phase Two
 - a. Regular contact via meetings and phone calls
 - i. Practical help and moral support available for those first challenging weeks in Spain (4-6 weeks)
- III. Phase Three
 - a. A follow up at less frequent intervals to help with any difficulties or issues that arise

New Arrivals Induction Program

Learning Objectives

- To meet other people new to Barcelona and together share the learning that takes place when moving to a new culture
- To benefit from the support of the group tutor who has experience in cross-cultural living, and personal development
- To enjoy personal growth and feel more confident when facing the challenges that arise when building a new life in Spain
- To explore aspects of Spanish and Catalan geography, history, art, religious, political and legal systems, in order to have a greater understanding of the influences on everyday life in Spain and Catalunya
- To discover some of the typical customs and traditions of life in Spain and Catalunya
- To draw up individual development plans so that each person will have some personal targets to work towards

Course Benefits

Who should attend?

- This course is aimed at small groups of newcomers to Barcelona to help them with their personal settling in process together with others, so that experiences can be shared, helpful relationships formed and learning can take place in a relaxed and fun atmosphere.

Course Components

- I. Day One



- a. Introduction
- II. Day Two
 - a. Practical hints on day to day living, eating, shopping, running a household in a new environment, travel within Barcelona and regions, etc.
- III. Day Three
 - a. Festivals and traditions in Spain/Catalunya
 - b. Family life (from a Catalan perspective)
- IV. Day Four
 - a. Activity/excursion in Barcelona
- V. Day Five
 - a. Seasonal topics (i.e. Christmas and Easter)
 - b. Key points regarding Spain's legal system
- VI. Day Six
 - a. Celebrities, royals and politicians in Spain
 - b. Spanish Press

SHI BISSET & ASSOCIATES/ITAP CHINA

IX. Four Bamboo Courses

Driving and Realizing Change

Learning Objectives

Upon completion of this course participants are able to:

- Understand how to lead change and integration
- Build a Change Task Team
- Understand how to help subordinates accept change
- Follow through with change by using a Change Commitment Plan

Who should attend?

- Designed for senior manager in an organization that have just been through a M&A or a similar process

Building Competitive Strategies

Learning Objectives

Upon completion of this course participants are able to:

- Do a full audit of service/products compared to those of selected competitors
- Understand the various steps of marketing planning
- Develop a full Strategy & Vision and clarify effective downward communication

Who should attend?

- Aimed at senior managers who are directly involved in planning marketing strategy

Effective Crisis Management

Learning Objectives

Upon completion of this course participants are able to:

- Understand the meaning of effective crisis management
- Develop a crisis management plan based on best practice tools and techniques
- Understand when to use such a plan and who should form part of a crisis management team
- Describe what immediate actions should take place in the event of an incident
- Assess the impact of a crisis on major stakeholders

Who should attend?

- Designed for senior managers who are to be directly involved in forming a Core Crisis Management Team



Functioning Cross-Culturally

Learning Objectives

Upon completion of this course participants are able to:

- Understand why cultural differences exist in people relationships
- Apply practical solutions to these differences
- Understand how to communicate decisions and purpose
- Understand forms of non-verbal communication
- Practice cross-cultural negotiations
- Learn how to manage conflict and understand place

Who should attend?

- Designed for any local Chinese or expatriate managers who have to work together in the company cross-cultural environment

Crossing Departmental Lines

Learning Objectives

Upon completion of this course participants are able to:

- Be able to assess how smoothly they work with others and increase effectiveness in working with other departments
- Evaluate the factors that influence the motivation and performance of subordinates and associates
- Determine the critical factors that contribute to changing the way departments in the organization work
- Prepare plans that specify the steps that can be taken to improve the performance of departments

Who should attend?

- Designed for Department Heads who need to develop more supportive inter and intra-departmental communication lines

Decision-Conferencing

Learning Objectives

Upon completion of this course participants are able to:

- Learn both 'hard' and 'soft' outcomes and benefits as a result of decision-conferencing
- A diverse group of individuals learn to agree on a strategy and a way forward together
- Make use of Multi-Criteria Decision Analysis (MCDA) techniques to quantify and analyze the different strategic and investment options
- Recognize and consider risk

Who should attend?

- Designed for groups (typically Senior Management) responsible for addressing operational, planning or strategic matters, but with different functional responsibilities, different measures and different personalities

Nature of Leadership

Learning Objectives

Upon completion of this course participants are able to:



- Be able to assess the influence management practices have on the development, motivation, and performance of people
- Evaluate the factors that influence the motivation and performance of subordinates
- Increase effectiveness in coaching and counseling subordinates
- Determine critical factors that contribute to or inhibit high performance in the organization
- Prepare plans that specify the steps to be taken to improve the performance of the organization
- Understand how change impacts leadership

Who should attend?

- Designed for senior managers and high potential middle managers who need to develop abilities as Leaders

Performance Management

Learning Objectives

Upon completion of this course participants are able to:

- Understand how a performance management system can work in the organization
- Diagnose the underlying needs and requirements for improving performance management systems
- Examine and practice tools and models for coaching, appraising and developing leaders
- Develop a plan for improving performance management in the organization

Who should attend?

- Aimed at mid-level or senior managers who need to have a well-designed and proven approach to performance management and leadership development that can be easily adapted and implemented in the organization

Fostering Creativity and Innovation

Learning Objectives

Upon completion of this course participants are able to:

- Develop whole-brain thinking
- Work through the creativity spectrum
- Identify the creative climate in the organization
- Develop the organization creativity future
- Encourage employee creativity

Who should attend?

- Aimed at senior managers and high potential middle managers who need to develop abilities as 'change agents' in a creative context

Coaching and Counseling Skills

Learning Objectives

Upon completion of this course participants are able to:

- Understand subordinates' preferred communication and learning styles and coach more effectively
- Practice supportive communication
- Understand the difference between coaching and counseling

Who should attend?

- Designed for middle and senior managers who need to develop executive and business coaching skills to develop direct reports

Managing Organizational Conflict

Learning Objectives

Upon completion of this course participants are able to:

- Analyze personal and organizational factors in conflict
- Develop strategies for managing conflict upwards and with peers
- Develop strategies for managing conflict downwards
- Assess personal conflict resolution styles and effectiveness

Who should attend?

- Aimed at Department Heads or senior to mid-level managers who need to develop skills necessary to handling conflict management

Succession Planning

Learning Objectives

Upon completion of this course participants are able to:

- Understand the succession planning process
- Link the organization business strategy and values to a succession plan
- Link selection and recruitment to the talent plan
- Create a succession plan for the organization
- Assess future work requirements in key positions

Who should attend?

- Designed for HR directors or managers responsible for recruitment and retention

Media Interview and Presentation Skills

Learning Objectives

Upon completion of this course participants are able to:

- Develop instant persuasion tactics
- Analyze and retain an audience
- Use dynamic language and visual aids
- Suit the message to the medium
- Practice for print, radio, and T.V. interviews
- Handle panel discussions and press conferences
- Handle diverse questions and link the responses

Who should attend?

- Aimed at mid-level or senior executives who need to encounter the media

Train the Facilitator

Learning Objectives

Upon completion of this course participants are able to:

- Understand and be able to use a variety of facilitation techniques



- Learn how to plan the content of the facilitation or knowledge input required
- Practice segments of the relevant facilitation programs

Who should attend?

- Aimed at mid-level managers from homogenous departments who need to develop basic facilitation/trainer skills either for a variety of in-house courses or, in order to explain product strategy and transfer product knowledge down the line to peers, subordinates and the sales force

Working outside China

Learning Objectives

Upon the completion of this course participants are able to:

- Understand what cultural perceptions affect communications
- Understand how to interpret situations in different cultures
- Understand relationships in face-to-face communication
- Practice business and social etiquette and understand non-verbal clues
- Anticipate aspects of culture shock

Who should attend?

- Designed for any and all managers going to work in a multinational firm outside China

Performance Appraisal Skills

Learning Objectives

Upon completion of this course participants are able to:

- Understand and begin to use the appraisal systems
- Practice conducting appraisal interviews
- Set performance objectives and increase employee motivation by implementing regular reviews

Who should attend?

- Designed for mid-level or Senior Managers who need to understand how to conduct Performance Appraisals interviews and informal follow-up sessions

Effective Communication Styles

Learning Objectives

Upon completion of this course participants are able to:

- Understand personal communication style
- Understand subordinates' preferred communication style and learning styles and as a result coach more effectively
- Learn how to communicate supportively

Who should attend?

- Aimed at any managers having to develop communication skills for work

Business Ethics and Principles

Learning Objectives

Upon completion of this course participants are able to:



- Understand employees' moral responsibilities in the workplace
- Know how to support good ethics at work
- Understand responsibility for company assets
- Know how to seek guidance on ethics issues at work

Who should attend?

- Aimed at middle managers who form part of an organization watchdog committee for ethical responsibilities

Effective Meeting Techniques

Learning Objectives

Upon completion of this course participants are able to:

- Understand the principles of managing meetings
- Understand the techniques for planning and conducting meetings
- Know how to coach direct reports and manage meetings
- Effectively manage the meeting process

Who should attend?

- Designed for managers who need to plan and attend meetings together on a regular basis

Developing Managerial Skills

Learning Objectives

Upon completion of this course participants are able to:

- Know the difference between doing and leading
- Have practical guidelines on working successfully with subordinates and delegating effectively
- Be able to implement recommendations made during the course of a 360 assessment
- Motivate, communicate and resolve conflict constructively
- Develop effective strategies to manage superiors

Who should attend?

- Designed for middle managers who have been promoted from technical jobs; also aimed at managers who have recently had 360 assessments and need to improve in general management areas

Team Building

Learning Objectives

Upon completion of this course participants are able to:

- Understand what it takes to be an effective leader
- Develop an understanding of 12 management competencies essential to team-building
- Be committed to developing a more open and supportive working environment
- Understand how to manage the team building process

Who should attend?

- Aimed at managers or supervisors who have a number of direct reports



Managing and Developing Customer Care

Learning Objectives

Upon completion of this course participants are able to:

- Understand the benefits of customer care
- Understand obstacles to good customer service
- Develop a customer service vision (internal & external)
- Develop customer service guidelines
- Develop company specific questionnaires
- Use complaint logs to develop contingency plans
- Reward good customer service

Who should attend?

- Designed for Manager- SCM, Area Sales Managers, Manager & Assistant Managers
Customer Service Centers & Technical Service Managers

Influencing and Persuading Upward

Learning Objectives

Upon completion of this course participants are able to:

- Understand the various influence styles and know when to use them
- Develop effective strategies to manage superiors
- Analyze personal effectiveness and image
- Understand soft/hard strategies and influence patterns
- Understand image factors: trust, goal, alignment and expertise

Who should attend?

- Aimed at mid-level or Senior Managers who need to develop influence & persuasion skills

Asserting Yourself

Learning Objectives

Upon completion of this course participants are able to:

- Understand personal assertiveness needs
- Develop a plan and skills to fulfill these needs without detracting from the needs of others
- Deal effectively with colleagues and managers without compromising standards and requirements of the organization
- Feel positive and in control of situations where previously feelings of inadequacy and sadness existed
- Handle conflict situations in a way that creates win-win situations
- Take charge, learn from problems and prevent problems from occurring

Who should attend?

- Aimed at managers who need to show more confidence in communication of decisions.

Basic Management Skills

Learning Objectives

Upon completion of this course participants are able to:

- Know the difference between doing and leading
- Have practical guidelines on working successfully with subordinates and delegating effectively
- Motivate, communicate and resolve conflict constructively

Who should attend?

- Designed for those apart of middle management who are relatively new to their jobs or who have come from a technical background

Behaving Professionally

Learning Objectives

Upon completion of this course participants are able to:

- Create and project the professional image wanted
- Put themselves and others at ease in any business situation
- Understand general etiquette in business situations
- Understand the importance of the attitude portrayed

Who should attend?

- Designed for new managers who are in multi-national companies or who have frequent contact with international colleagues

Improving your Work Team

Learning Objectives

Upon completion of this course participants are able to:

- Understand what it takes to be an effective team member
- Develop creative and productive potential as a team
- Be committed to developing own resources as a team rather than just as a group working together

Negotiation and Presentation Skills

Learning Objectives

Upon completion of this course participants are able to:

- Develop relationship strategies
- Learn about and practice double-win negotiation tactics
- Develop perfect presentation skills that customize to the client(s)
- Review customer, product & relationship strategies

Who should attend?

- Aimed at those who need to develop buyer relationship skills in the areas of negotiation and presentation



Planning and Organizing for Managers

Learning Objectives

Upon completion of this course participants are able to:

- Plan work and time
- Develop ways of handling multiple priorities
- Have more efficient meetings and project planning

Who should attend?

- Designed for newly appointed managers or managers who have shown a need for time management techniques for meetings, projects and paper-work

Successful Supervisor Skills

Learning Objectives

Upon completion of this course participants are able to:

- Know the difference between doing and supervising
- Have practical guidelines on working successfully with subordinates
- Motivate, communicate and resolve conflict constructively
- Develop employee capability and work planning charts

Who should attend?

- Aimed at supervisors or managers who are relatively new to their jobs or who have come from a technical background



Performance/E-coaching

Customized Hard Copy and On-line Assessment Tools

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Organization Development and Change Management Consultation and Customization

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Business Simulations

Leadership through Board Games

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Computerized Simulations

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

Customized Simulations

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

800+ Game Based Action Learning

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.

TASMAC/ITAP INDIA

Advanced Written Communication Skills

Learning Objectives

Upon completion of this course participants are able to:

- Understand and know more about the reader and individual perspective
- Understand the power of words
- Use language to express and not impress
- Understand the different types of written communication tools and individual importance and usage
- Understand the structure of written communication
- Handle tough situations and deliver bad news
- Manage disagreements and persuasion
- Understand the nuances and structure of email writing (do's and don'ts)
- Report writing and documentation

Course Benefits

Imagine a world where there is no communication; humans will cease to exist. Since communication is so critical to the very existence of mankind, it becomes imperative that we hone our skills to perfect our skills in communication. It especially is important in the case of written communication skills as there is no direct, face to face contact between the people communicating and chances of misinterpretation are more.

Course Components

- Knowing readers and writing from reader's perspective
- Writing in Four Stages
- Five Step Revision and Edit
- Clear, Economical and Straightforward Writing
- Types of Written Communication – Letters, E-mails, Memos
- Effective Use of E-mail and basics of Email
- Effective Writing practices for E-mail
- Email Etiquette – 'Net Etiquette'
- Elements of Email etiquette
- Mastering Process Writing
- Turning Negatives into Positives
- Persuasion techniques and rules
- Basics for All Reports

Assertive Communication

Learning Objectives

Upon completion of this course participants are able to:

- Understand work requirements
- Understand and avoid barriers to effective communication
- Understand effective probing techniques
- Develop effective listening skills
- Master the use of effective verbal behaviors



- Understand our natural style and how assertive we are
- Understand assertiveness and its advantages
- Recognize and understand the nuances of body language

Course Benefits

The importance of communication is known to all. However, being effective in communicating and passing on the correct information is extremely important. Moreover, being assertive in what is being communicated is again an important part and one should strive to hone these skills constantly to communicate effectively.

Course Components

- Expectation clarification
- Understanding our natural style and how assertive we are.
- The four behavior types – The exhibited verbal and non-verbal characteristics.
- Active listening and the primacy effect.
- Verbal and Non verbal communication
- Why do we behave the way we do?
- The behavior – feeling- belief correlation model
- The underlying fears, inhibitions, experiences, prejudices, worries and their effect on the exhibited behavior.
- Thinking assertively - Self talk and integrity, Self rights.
- Effective Questioning techniques and Body language
- Behaving Assertively- Staying in control of our feelings stand our ground and confronting the issue.
- The assertiveness techniques.
- Importance of the tone of voice, pacing and body language.

Assertiveness

Learning Objectives

Upon completion of this course participants are able to:

- Cope with manipulation and criticism
- Respond with counter-criticism, counter-manipulation or withdrawing with hurt feelings, guilt or shame
- Make requests and state points of view in a confident, straightforward manner, without getting loud, annoyed or angry
- Co-operate with others in solving
- Assertiveness vs. aggression

Course Benefits

To communicate effectively, create personal impact and handle tough situations, one should learn to be assertive. One should develop skills needed to tackle emotionally-charged situations and communicate effectively with others. The focus is to maintain control of actions, whilst taking a proactive approach in difficult situations.

Course Components

- Understanding self behaviors, others and personal style
- Philosophy of assertiveness
- What is assertiveness, why and how to use it
- Recognition of assertive, non-assertive and aggressive behaviors
- Verbal and non-verbal assertive behavior
- Understanding and using assertive skills
- Giving and receiving criticism and compliments
- Assessing self for assertiveness abilities



Business Etiquette

Learning Objectives

Upon completion of this course participants are able to:

- Recognize what etiquette is
- Make the right first impression
- Introductions
- Communicate and realize the importance of body language
- Understand the do's and don'ts of non-verbal communication
- Understand the proper use of verbal communication nuances
- Effectively use telephone etiquette
- Understand the basics of grooming

Course Benefits

How one conducts oneself, presents oneself and behaves with others has become a critical skill today. Especially in the business and professional scenario, etiquette is very important as it can make or break relations, partnerships, business deals, etc.

Course Components

- Developing excellence in self and communicating with others
- When and how to introduce
- Exchanging business cards and managing difficult names
- Importance of appearance, posture, gestures, eye contact, expressions
- Importance of active listening
- Non-verbal communication
- Verbal communication – assertiveness, articulation, persuasion
- Handling telephone calls
- Health and hygiene
- Importance of basic attire and dress sense
- Table manners

Coaching

Learning Objectives

Upon completion of this course participants are able to:

- Understand the coaching process
- Understand how people learn
- Be able to coach others effectively
- Be able to support others through problem solving and development
- Know how to involve participants and motivate them
- Be able to assess learning and give effective feedback

Course Benefits

People are unique and must be coached and supported in a way that capitalizes on their uniqueness. This program is designed to assess an employee's individual strengths and possible limitations and to assist coaches in developing an action plan for increasing employee productivity and satisfaction.

Course Components

- What is coaching and what isn't

- Defining coaching
- Skills needed to be an effective coach
- Establishing learning needs
- Understanding the process of how people learn
- Barriers to learning and different styles
- Understanding the coaching process
- Giving and receiving feedback
- Establishing rapport
- Motivating
- The steps in the coaching process
- Understanding the role of a coach
- Understanding and making critical decisions

Conflict Management and Team Building

Learning Objectives

Upon completion of this course participants are able to:

- Optimize people contribution at all levels through initiative and goal focus
- Create a common performance language and shift from efficiency to effectiveness
- Manage Interpersonal Conflict - Conflict resolution strategies –Identify preferred/natural conflict handling styles
- Appreciate individual differences to build SYNERGY in teams

Course Benefits

In the present day's dynamic market environment, one needs to align personal aspirations with the organizational vision. One needs to establish high collaboration and sensitivity within teams and build an environment which fosters individual accountability and ownership. One also needs to communicate and perform better in a feedback driven scenario.

Course Components

- Behavior, Attitude and Values - Identify personal predominant behavioral traits
- Understanding self - The Johari Window concept
- Effective communication
- Building Blocks for Effective Team Management
- Conflicts at the Interpersonal level and Inter-group level
- Foundations and Dynamics of Inter-group Behavior
- The importance of the win-win language in a team
- Resolving interpersonal conflicts through understanding One another's uniqueness
- Understanding Individual Values & Why People Do things?
- Criticizing The Performance – Praise The Performer

Creative Thinking

Learning Objectives

Upon completion of this course participants are able to:

- Look at business beyond the box of "incrementalism"
- Be effective in opportunity spotting
- Visualize a problem from different perspectives to provide a effective solution
- Understand one's own creative style
- Explore what stifles creativity



- Use creative problem solving to handle difficult situations

Course Benefits

Problem solving and decision making skills are a necessity in today's world. Creatively thinking of strategies and solutions and thinking outside of the box has gained tremendous importance and is one of the critical skills required by professionals.

Course Components

- I. Understanding why business needs creativity and the various sources of creativity
- II. Perception and processing
- III. Eight thinking strategies – Cognitive mapping and SODA (Strategic Options Development and Analysis)
 - a. Speculative and Developmental thinking
 - b. PACS: Perception Altering Creativity Strategy
 - c. PECS: Process Editing Creativity Strategy
- IV. The practicalities of problem structuring and different ways of opening-up problems
- V. Evaluation Methods – PMI (Plus / Minus/ Interesting) Technique, Castle Technique

Customer Relationship Management

Learning Objectives

Upon completion of this course participants are able to:

- Project a positive attitude towards customers
- Appreciate different types of customers
- Understand your own behavioral styles and identify your customers behavioral style creating endorsement and adapting
- Meet and beat customers' expectations
- Take responsibility for customers' satisfaction
- Effectively create a positive image with customers

Course Benefits

How to win customers is much more than just another treatise about how to smile and be nice to customers. It's about bringing about a turnaround in an organization on a whole, to be customer driven. Successful organizational performance has one source: the achievement of long-term, sustained total customer satisfaction by meeting and exceeding customer needs cost effectively.

Customer satisfaction is a moving target as customers' expectations of quality and service continually rise. As these expectations rise and competition increases, organizations have to continuously improve their effectiveness in meeting customer needs and their efficiency in doing so at the least expense.

Course Components

- Communication Skills- Listening with understanding, Tele-Skills and Courtesy & Manners, Presentation Skills etc.
- Behavioral skills –Empathetic Understanding of Human behavior: The Role of Perception, Building Self confidence, being Assertive not aggressive, Persistence, and Creativity etc.
- Body language and personal hygiene
- Building Interpersonal Relationships with Customers
- Selling Skills
- Handling irate customers
- Overall Customer Relationship Marketing



Effective Meeting Etiquette

Learning Objectives

Upon completion of this course participants are able to:

- Plan effectively
- Facilitate meetings for results
- Master practical skills for leading meetings - routine staff meetings to complex problem solving sessions.
- Generate productive results by drawing on the knowledge, ability and creativity of the individual group members.
- Hone the skills involved, in all facets of leading meetings -from pre planning to follow up activities and even how to be a better meeting participant.

Course Benefits

All organizations work on the back bone of power teams. For teams to work effectively, communication, discussion and being on the same page is very important. Meetings held to discuss issues and strategies need to be effective as well as result oriented. Moreover, how one behaves during meetings is also important.

Course Components

- Preparation before a meeting
- Who, What, When, Why, Objectives, Agenda, etc.
- Defining and negotiating expectations
- Effective participation
- Encouraging creativity and discussion
- Assertive Conflict resolution, Handling disorder & Time Keeping
- Minutes, Action points, follow up

Influencing and Persuasion

Learning Objectives

Upon completion of this course participants are able to:

- Identify own personal strengths
- Understand how to motivate oneself and others
- Appreciate the factors that affect personal impact
- Understand how to influence and persuade others
- Understand how to resolve conflict
- Build confidence and self esteem
- Manage the impression one gives others
- Change reluctance into willingness

Course Benefits

Developing impact and influencing for high performance has become the 'mantra' nowadays in the existing cut-throat competition. Motivating, creating personal impact and communicating effectively are some of the critical qualities required by professionals.

Course Components

- Understanding motivation and self motivation
- Developing excellence in self and others
- Importance of confidence and self esteem
- Overcoming barriers and misconception in communication



- Understanding the importance of empathy and assertiveness
- Body language – do's and don'ts
- Written influencing and persuading skills
- Persuasion – techniques
- Influencing techniques – reasoning, bargaining, assertiveness, authority
- Managing disagreements and resolving conflicts

Leadership

Learning Objectives

Upon completion of this course participants are able to:

- Take away a model for leading teams and empowering team members and understand how to apply different leadership styles to motivate their team.
- Feel more confident in the ability to lead project orientation and team member roles and expectation setting meetings.
- Increase the ability to delegate tasks in an appropriate manner and provide supportive communication (listening, coaching, and feedback) to help team members feel successful throughout an assignment.

Course Benefits

Leadership is all about understanding how to operate in changing climates, increase the capacity of those around you and excel in pressure situations. The best leaders do exactly that and know how to effectively engage others to move in the same direction.

Course Components

- Developing the Leader in each of 'US'
- Identify your own leadership style & evaluate benefits of the Inspiring style
- Role of Vision in Leadership
- Finding Excellence in Self & Others
- Foundation of Trust
- The Basic Principles for a Collaborative Workplace and inspiring for Change
- Coaching & Mentoring - Giving and receiving constructive feedback
- Managing priorities
- Win – Win Every time
- Giving recognition
- Handling emotions under pressure

Managing Customer Expectations

Learning Objectives

Upon completion of this course participants are able to:

- Create attitudes and practices of achieving excellence in customer service.
- Recognize material and emotional needs and the role of each in customer service
- Achieve breakthrough service by striving for results in the face of constraints
- Understand circles of concern and influence
- Identifying personal strength and improvement areas to maximize service delivery
- Understanding the difference between customer needs, expectations and wants: creating delight
- Creating a personal / team action plan for behavior and processes for improved customer satisfaction



Course Benefits

Continuous improvement in the processes followed to meet the changing needs of the customers will depend on the effectiveness and efficiency with which internal services are delivered inside the organization. The overall quality of service delivery is dependent on a chain of interactions that links suppliers through all internal functions to the external customer. Every person in the organization must fulfill his or her role as an essential link in the chain of internal and external supplier – customer relationships.

Course Components

- Introduction to customer orientation, participant introduction and program expectations
- The Personality and Character of service
- Determinants of service quality
- Active listening and its role in delivering service excellence
- Practicing two-way communication for better understanding and greater customer satisfaction
- Service and the Customer's Perception of Service
- Moments of Truth – Discussion and exercise
- Assertive Communication – Learning to say No
- Operating from strengths to deliver breakthrough service
- Complaint handling

Managing for Effectiveness

Learning Objectives

Upon completion of this course participants are able to:

- Identify critical organization goals and develop teams to support them
- Understand the qualities required to effectively manage
- Understand the importance of motivation
- Understand and communicate the importance in leadership
- Lead by example
- Identify opportunities and anticipate changes
- Receive and give critical, constructive feedback
- Criticize the performance, praise the performer

Course Benefits

With organizations ramping up resources at a hectic pace, managing people and resources become a critical aspect of business. Understanding the nuances of effectively managing has therefore become the most critical quality of today's managers.

Course Components

- Developing excellence in self and others
- Identifying individual goals and aligning them to organization goals
- Communicating effectively within teams
- Motivating subordinates
- Manager as a visionary
- Manager as an orientate
- Determining the short and long term risks and rewards of potential investment strategies
- Selecting the best people for executing a strategy or task
- Achieving goals faster by building alliances with other teams
- Creating conditions that foster productivity and problem- solving



- Being proactive and taking initiative beyond job requirements

Mentoring

Learning Objectives

Upon completion of this course participants are able to:

- Understand the mentoring process
- Understand how people learn
- Mentor others effectively
- Support others through problem solving and development
- Involve those mentored and motivate them
- Assess learning and give effective feedback

Course Benefits

People are unique and must be mentored and supported in a way that capitalizes on their uniqueness. This program is designed to assess an employee's individual strengths and possible limitations and to assist mentors in developing an action plan for increasing employee productivity and satisfaction.

Course Components

- What is mentoring and what isn't
- Defining mentoring
- Skills needed to be an effective mentor
- Establishing learning needs
- Understanding the process of how people learn
- Barriers to learning and different styles
- Understanding the coaching process
- Giving and receiving feedback
- Establishing rapport
- Motivating
- The steps in the mentoring process
- Understanding the role of a mentor
- Understanding and making critical decisions

Negotiation Skills

Learning Objectives

Upon completion of this course participants are able to:

- Understand and meet needs
- Plan a strategy to handle situations
- Develop self excellence and understand others
- Understand the pre-conditions of negotiation
- Understand the art of persuasion
- Manage disagreements
- Understand the art of listening
- Build trust and create goodwill
- Build the right attitude



Course Benefits

In our everyday life, we are constantly negotiating – be it traffic, at the work place, with your friends and family or with your clients. Since this is an everyday activity, it becomes very important that we understand the nuances of negotiation and hone our skills to negotiate effectively.

Course Components

- How to gather information and strategize
- Understanding self behaviors and that of others
- Creating a win-win situation
- Creating influencing factors
- Understanding pre-conditions
- Elements of persuasion
- Active listening techniques
- Defining the problem and identifying the solution
- Understanding and building effective attitudes

Personal Effectiveness

Learning Objectives

Upon completion of this course participants are able to:

- Understand why we behave the way we do in the work place and personal space
- Understand the qualities required to be successful
- Understand the self and others
- Manage and enhance one's attitude towards others
- Understand the importance of listening with empathy
- Develop sensitivity
- Resolve interpersonal conflicts
- Use influencing skills effectively

Course Benefits

All of us want to be successful in life – personal as well as professional. However understanding what success actually means to each one of us is crucial to be effective in whatever we do. Understanding the qualities required to be successful as well as understanding the self is imperative to be effective.

Course Components

- Recognizing excellence in myself and others through the language of DISC
- Foundations of personal effectiveness
- Taking responsibility for personal growth and effectiveness
- Understanding and using listening skills
- Sharpening the positive attitude
- The Johari Window
- Sources of conflict and methods of resolving
- Influencing techniques and rapport building

Planning and Delegation

Learning Objectives

Upon completion of this course participants are able to:



- Recognize traditional approaches, misconceptions and fallibilities
- Effectively set goals, prioritize and make decisions
- Understand the “Urgent vs. Important” Grid
- Use strategies to effectively manage your time

Course Benefits

Getting the most out of a 24-hour day is a constant challenge in today’s busy world: a bottomless inbox, endless emails, millions of meetings, etc. Too much to do and not enough time to do it is a common problem faced by many people in the workforce. Although we can’t give more hours in the day, we can teach you how to decide what to do and when to do it.

Course Components

- An Introduction to Setting Priorities and Time Management
- Definition of Time Management
- Time Wasters, Procrastination, Indecision
- Common Mistakes People Make About Time Management
- Five Habits To Improve Your Time Management
- The Eleven Biggest Time-wasting Lies
- Importance of Delegation
- Delegate to Motivate
- Problems and pitfalls in Delegation
- Developing yours and team delegation skills
- Personal Development Planning
- Delegation and practice

Planning and Prioritization

Learning Objectives

Upon completion of this course participants are able to:

- Introduction to setting priorities and time management
- Goal set
- Plan, prioritize and schedule
- Delegate
- Recognize time wasters and procrastination
- Multitask
- Connect goals with time management

Course Benefits

With the hectic pace of today’s life, one needs to plan and prioritize tasks and action items to effectively handle situations and time. It becomes even more important today in the professional life how one manages time, sets goals and works towards achieving the same.

Course Components

- Traditional approaches, misconceptions and fallibilities
- Misconceptions regarding time management
- Understanding the “Important vs. Urgent” grid
- When and to whom to delegate
- Importance of planning
- Strategies to use when managing time
- Habits to improve time management skills



- The biggest time wasting lies
- Effective time management at work

Presentation Skills

Learning Objectives

Upon completion of this course participants are able to:

- Communicate using a variety of media
- Deliver dynamic presentations
- Read the audience
- Manage own objectives and those of the audience
- Pace the delivery
- Prompt the audience to respond and ensure buy-in
- Understand the importance of preparation, planning and performance

Course Benefits

As one climbs the career ladder and moves towards management roles, the need for presenting effectively becomes important and crucial. Presenting content and delivery becomes even more important as one needs to interact with clients, teams and management.

Course Components

- Understanding self and communicating with others effectively
- Importance of content and delivery
- Identifying the objective of presentations
- Elements of pre-presentation preparation: audience analysis, background study, analysis of content
- Planning for the presentation / communication
- Learning how to structure a good communication and learning the do's and don'ts of the beginning, body and conclusion in a presentation
- The difference between one-to-one, one-to-few and one-to-many presentations
- Focus on presentation and delivery styles
- Elements of non-verbal communication and its importance
- Anticipating and handling objections and questions
- Articulation

Selling Skills

Learning Objectives

Upon completion of this course participants are able to:

- Sell more
- Sell to more people, more effectively, more ethically and more often
- Increase existing skills and knowledge
- Build better sales relationships with prospects and customers
- Interpret the value of products and services
- Implement a client-centered sales process
- Manage and overcome objections in a professional manner
- Develop greater confidence as a person and a sales professional



Course Benefits

How to win customers is much more than just another treatise about how to smile and be nice to customers. It's about bringing about a turnaround in an organization on a whole, to be customer driven.

Customer satisfaction is a moving target as customers' expectations of quality and service continually rise. As these expectations rise and competition increases, organizations have to continuously improve their effectiveness in meeting customer needs and their efficiency in doing so at the least expense.

Course Components

- The Psychology of selling
- Recognizing opportunities and acting quickly
- Different reasons why people buy
- The six steps of selling
- Understanding self and others
- Managing disagreements
- Influencing

Team Building

Learning Objectives

Upon completion of this course participants are able to:

- Understand what constitutes a successful team and its processes
- Set team goals and objectives
- Align individual goals to meet overall objectives of the organization
- Develop excellence in self and others
- Understand the importance of communication within / between teams
- Develop skills for interpersonal / inter-group effectiveness

Course Benefits

For any organization to be successful in its business today, the individuals and their teams have to be highly effective and productive. Each team within any organization needs to work like a well oiled machine to be efficient and produce effective results. To make a team effective, one needs to develop skills to interact, communicate and motivate the self and others.

Course Components

- Becoming aware of teams and their roles
- Teamwork values, skills and leadership
- Understand team objectives / purpose / goals
- Setting of individual and team roles and goals
- Hoarding and sharing information
- Understand self and others and adapt to changes
- Resolving inter-group conflicts
- Managing disagreements and resolve conflicts
- Criticizing The Performance – Praise The Performer
- Importance of team and individual motivation
- Understanding the importance of win-win language in teams

Team Building (Outbound)

Learning Objectives

Upon completion of this course participants are able to:



- Appreciate and implement listening as a skill
- Clarify personal values and understand the importance of the commitment factor in teams
- Identify personal predominant behavioral traits
- Learn to appreciate individual differences to build SYNERGY in teams
- Understand the role of Attitude and Perception in Interpersonal level and Inter-group dynamics
- Align personal aspirations to team goals
- Understand the importance of the win-win language in teams
- Understand the importance of self and peer development by sharing Feedback
- Break through the self limiting barriers

Course Benefits

An outdoor program facilitated to understand the dynamics of teamwork, team building, goals and effectiveness.

Course Components

- Active listening and consensus building
- Getting close to teammates & getting into the right attitude of self realization
- Planning and working towards a cohesive purpose through team exercises
- Stretching beyond comfort zones
- Understanding self & others and adapting for better compatibility
- Strategy formulation and lateral thinking
- Time management skills
- The Johari Window
- Understand the win-win language of effective teams
- Understand the importance of individual ability assessment in team dynamics
- Breaking through self created glass ceilings in one's mind
- The art of receiving and giving constructive and complimentary feedback

Time Management

Learning Objectives

Upon completion of this course participants are able to:

- Understand the qualities needed for success
- Recognize and begin to develop excellence in self
- Understand how to work more effectively
- Recognize intelligent ignorance and how to benefit from it
- Understand basics of time management
- Understand the role of goals in time management
- Understand and recognize time wasters
- Take control of one's life and time
- Understand effective time saving tips

Course Benefits

In today's fast paced world, everyone is working towards getting the job done within the stipulated time. Often, time becomes the more precious commodity and if not managed properly and effectively, will always make work suffer leading to delays and failures. Hence it becomes imperative that we learn to manage our time effectively and efficiently.



Course Components

- Developing excellence in self and others
- Assessing self time management abilities
- Why manage time
- Characteristics and paradoxes of time
- Characteristics of goals
- Relationship between time and goals
- Three major categories of time wasters
- Understanding the importance of delegation
- Taking control over your day and destiny

Train the Trainer

Learning Objectives

Upon completion of this course participants are able to:

- Identify the critical features of effective training
- Describe key adult learning principles and apply them to a training session.
- Apply a five-step model for structuring training sessions.
- Describe and apply a variety of techniques for livening up training sessions.
- Create examples of visual aids and integrate them into a training session.
- Create and deliver training sessions that include sound adult learning and design principles as well as effective training techniques.

Course Benefits

A Three-day, highly participative seminar that provides professional training skills to managers, supervisors and/or specialists whose job includes training other people specific to the Sales Domain.

Course Components

- Different dimensions of learning
- The Learning Cycle, Learner's Learning Style, Learner's Learning Stages, Putting The Styles Together
- Developing Training Plan, Training Materials, Training Methodology, Setting Time Frames, Setting Goals & Objectives, Training Schedule
- Conduct of Training, Handling Enquiries & Challenges, Leading Discussions, Leading Games, Dealing with Reactions & Responses
- Needs Analysis Survey, General Information Sessions, Problem Solving Sessions, Conducting The Survey, Analysis The Responses, Scheduling, Data Base reflecting market reality.
- Facts about Audience, Introduction, Learning Objectives, Supporting Ideas, Room Set-up / Materials, Presentation Framework, Body & Presentation, Maintaining the Interest,
- Answering Questions, Conclusion

Transactional Analysis

Learning Objectives

Upon completion of this course participants are able to:

- Explain the main aspects of transactional analysis.
- Enhance the awareness of the self and others.
- Identify areas of improvement in terms of your own communication style



- Practice applications of transactional analysis a model.

Course Benefits

When we communicate we are doing so from one of our own alter ego states, our Parent, Adult or Child. Our feelings at the time determine which one we use, and at any time something can trigger a shift from one state to another. When we respond, we are also doing this from one of the three states, and it is in the analysis of these stimuli and responses that the essence of Transactional Analysis lays. Transactional Analysis is a theory which operates as a theory of personality, a model of communication and a study of repetitive patterns of behavior.

Course Components

- I. Introduction to TA
- II. Overview of the concepts of TA
- III. Three main areas of TA: Ego State, Transactions and Games and Strokes
- IV. Life Positions
- V. Exercises on Transactional Analysis
- VI. Communication Styles
 - a. I am ok but you are not ok
 - b. I am ok and you are not ok but I will not tell you
 - c. I am not ok but you are ok
 - d. I am ok and you are ok
- VII. Short term gains and long term effects
- VIII. Goal Setting
- IX. Structuring Time

Verbal Communication Skills

Learning Objectives

Upon completion of this course participants are able to:

- Understand the communication process
- Understand the importance of communication in projecting self and organization images
- Understand the nuances of effective communication and barriers
- Understand assertive and aggressive communication
- Understand the importance of non verbal communication
- Understand body language – do's and don'ts
- Build effective listening skills
- Understand persuasion
- Manage disagreements
- Understand the importance of articulation
- Understand techniques and methods of effective questioning
- Understand telephone etiquettes

Course Benefits

We communicate the moment we arrive in this world. Enhancing and building on communication skills hence becomes imperative especially when one starts working in a professional environment and businesses go global.

Course Components

- The communication process and its importance
- Key factors in effective communication
- Attitudes, skills and knowledge
- Body language – importance, do's and don'ts
- The art of listening, its importance and understanding barriers to listening



- Role of questioning in soliciting information and understanding
- Telephone etiquettes, importance, do's and don'ts
- Giving and receiving effective feedback

Written Communication Skills

Learning Objectives

Upon completion of this course participants are able to:

- Introduce the basics of formal email writing
- Build skill in effective business written communication
- Improve the structure and use of language
- Focus on concise writing and positive messaging

Course Benefits

"Communication can be defined as the process of interaction between two or more persons wherein one individual delivers & the other/s receive & respond." According to Peter Drucker, the ability to communicate or express oneself is perhaps the most important skill a person can possess.

We communicate essentially to express ourselves, understand others' point of views & to achieve desired results. It, in fact, becomes even more important to communicate effectively when the mode of communication is written where instant feedback is not possible and you will be judged on what and how you write.

Course Components

- I. Elements of Effective Written Communication
 - a. Language and grammar
 - b. Content and presentation
 - c. Tone, courtesy and image
 - d. Do's and don'ts
- II. Knowing the audience
- III. Elements of E-mail Etiquette
 - a. Understanding e-mail language
 - b. Formatting and structure
 - c. Avoiding common errors in usage

Critical Skills for New Leaders

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.



Leadership Skills

Learning Objectives

Course Benefits

Who should attend?

Course Components

All courses are customized to the needs and the specifications of the client. Please call for additional details.